ECONOMIC & WORKFORCE DEVELOPMENT WORKSHOP

June 20, 2016

NOTE: These slides and the analysis they contain will be updated to reflect comments and questions raised at the June 20th meeting.

BOSTON REDEVELOPMENT AUTHORITY

Mayor Martin J. Walsh

PLAN: Dudley Square Overview

Photo Credit: Peter Vanderwarker

AGENDA

1 WHY WE'RE HERE

PLAN: Dudley Square Overview

2 ECONOMIC DEVELOPMENT OVERVIEW

Economic Development Planning Process

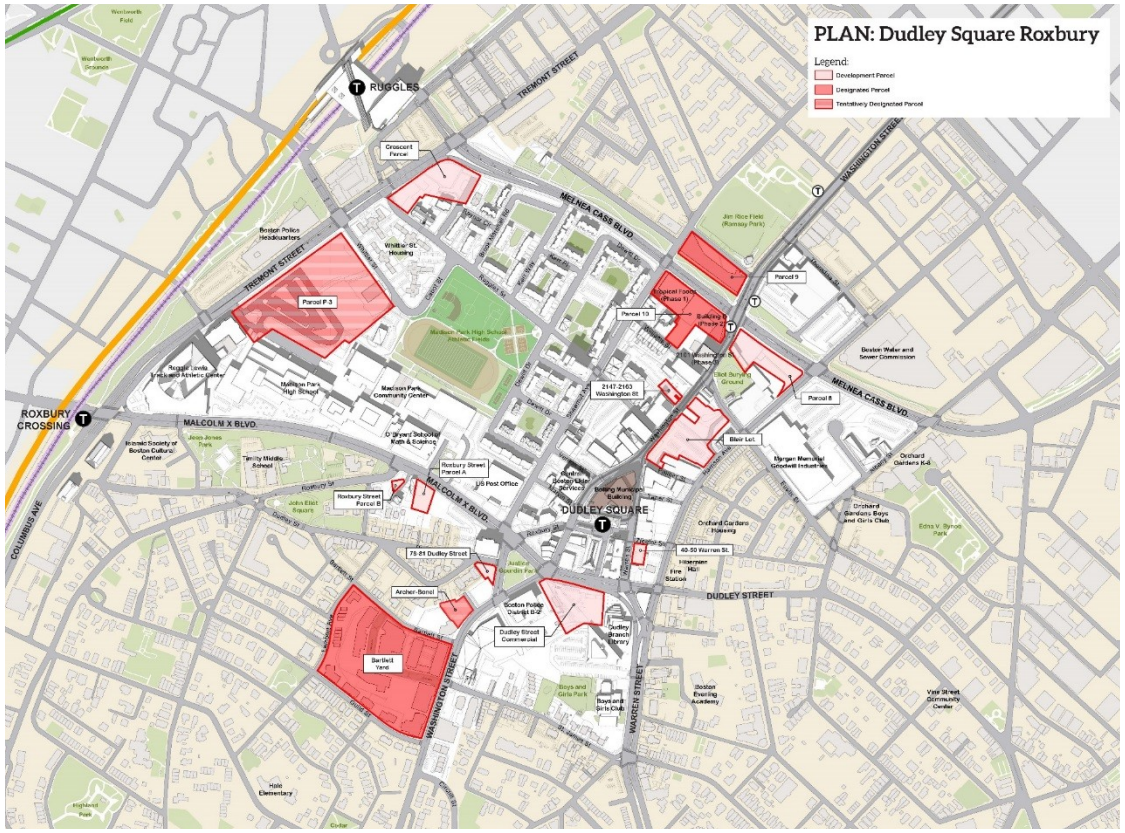
Current Economic Conditions

Economic Trends & Projections

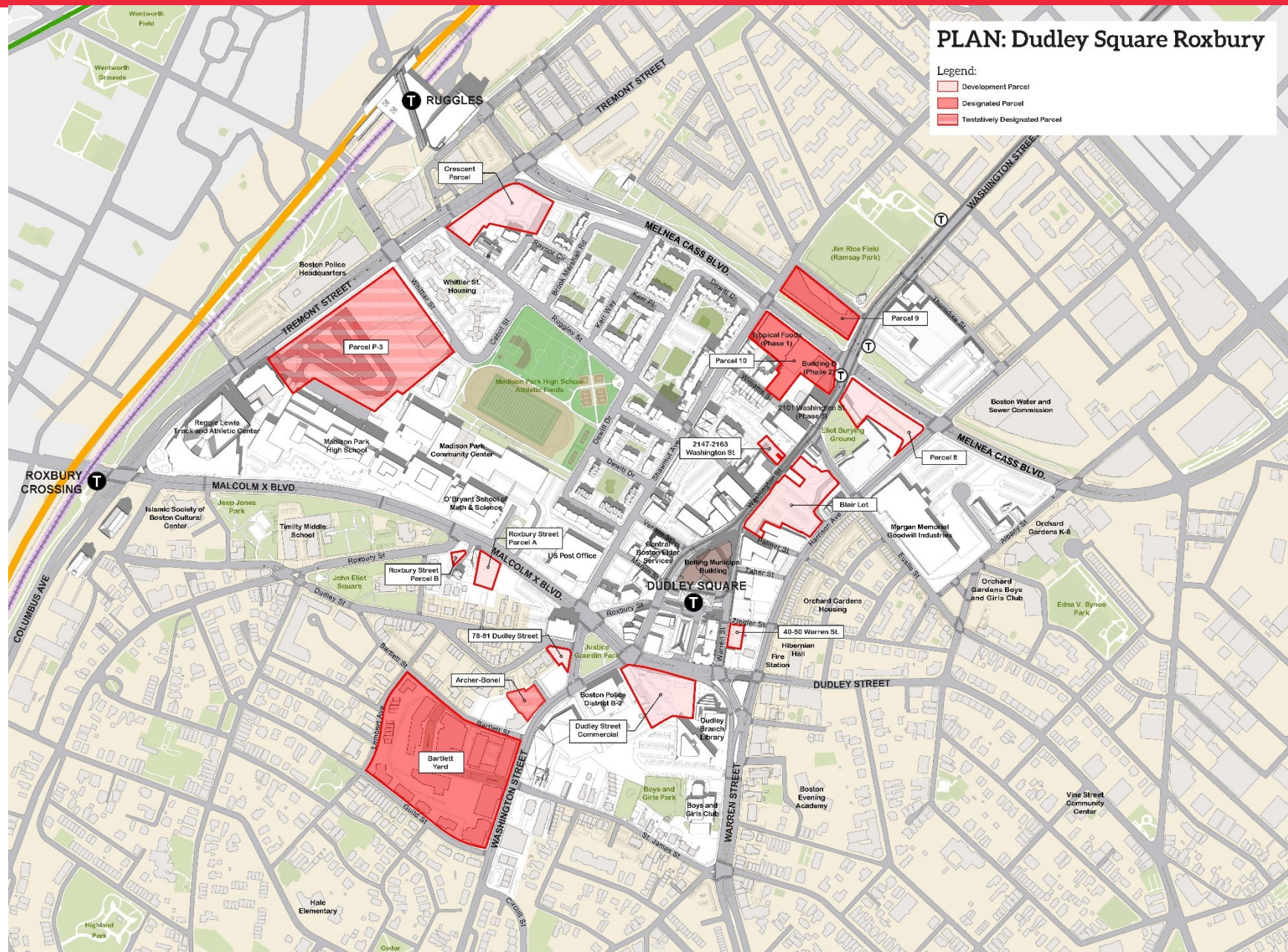
Land Development and Job Creation

3 WORKFORCE DEVELOPMENT OVERVIEW

Mayor's Office of Workforce Development

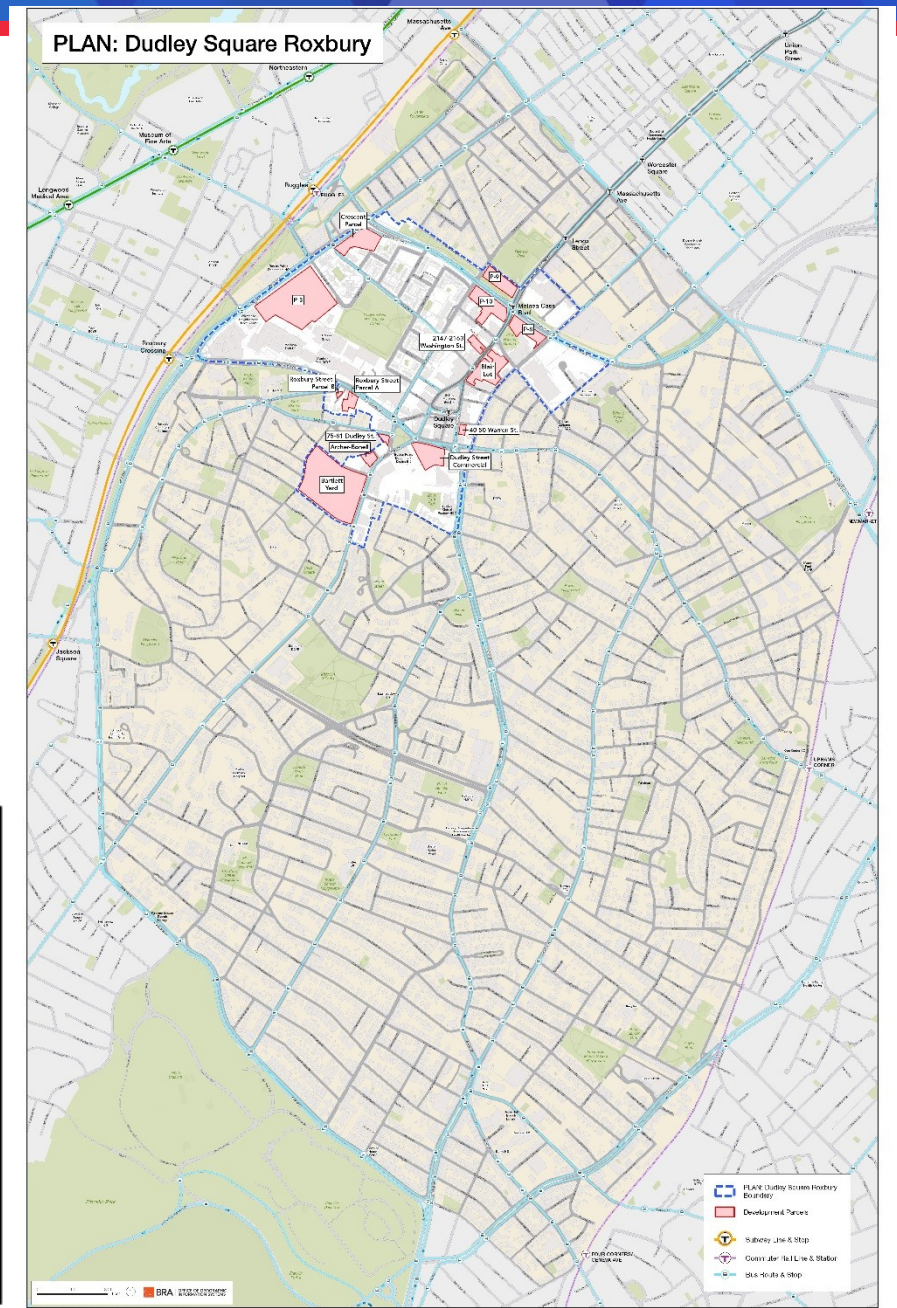


STUDY AREA


PLAN: Dudley Square Roxbury
Legend:
Development Parcel
Designated Parcel
Tentatively Designated Parcel
RUGGLES
TREMONT STREET
MELNEA CASS BLVD.
WASHINGTON STREET
ROXBURY CROSSING
MALCOLM X BLVD.
DUDLEY SQUARE
DUDLEY STREET
COLUMBUS AVE
WARREN STREET
Crescent Parcel
Parcel P-3
Parcel 9
Parcel 10
Tropical Foods (Phase 1)
Building 6 (Phase 2)
2101 Washington St (Phase 3)
2147-2163 Washington St
Parcel 8
Blair Lot
Roxbury Street Parcel A
Roxbury Street Parcel B
78-81 Dudley Street
Archer-Bonel
Dudley Street Commercial
Bartlett Yard
40-50 Warren St.
Orchard Gardens Housing
Orchard Gardens Boys and Girls Club
Orchard Gardens K-8
Morgan Memorial Goodwill Industries
Boston Water and Sewer Commission
Jim Rice Field (Ramsay Park)
Madison Park High School Athletic Fields
Madison Park High School
Madison Park Community Center
Reggie Lewis Track and Athletic Center
Boston Police Headquarters
Whittier St. Housing
Timilty Middle School
O'Bryant School of Math & Science
Islamic Society of Boston Cultural Center
Jeep Jones Park
John Eliot Square
US Post Office
Central Boston Elder Services
Bolling Municipal Building
Justice Gourdin Park
Fire Station
Hibernian Hall
Boston Police District B-2
Dudley Branch Library
Boys and Girls Park
Boys and Girls Club
Boston Evening Academy
Vine Street Community Center
Edna V. Bynoe Park
Eliot Burying Ground
Hale Elementary
Wentworth Field
Wentworth Grounds

STUDY AREA CONTEXT

Roxbury Map with Study Area



STUDY GOALS

- **PROVIDE** an inclusive community engagement process that is **responsive** to existing **challenges** and **opportunities**.
- **REASSESS** the vision for Dudley Square that was originally outlined in the **Roxbury Strategic Master Plan** and **Dudley Vision**.
- **ESTABLISH** an **implementation plan** for **publicly and privately owned vacant** parcels.

PLAN CALENDAR

FEBRUARY 22, 2016
Open House

MARCH 16, 2016
Walking Tour

MARCH 21, 2016
Visioning Workshop

APRIL 19, 2016
Transportation & Public Realm Workshop

MAY 16, 2016
Assessing What We Heard & Next Steps Workshop

JUNE 20, 2016
Economic & Workforce Development Workshop

JULY 18, 2016
Discuss Development Goals & Scenarios

AUGUST 1, 2016
Review Final Development & Implementation Strategy Workshop

AUGUST 11, 2016
Tentative BRA Board Review/Action

Economic Development Overview

ECONOMIC & WORKFORCE DEVELOPMENT PLANNING

Process & Outcomes

Open House | Walking Tour | Visioning | Transport. & Public Realm | What We Heard & Next Steps | **Economic Development Planning** | Development Goals & Tools | Preferred Development Guidelines | Tentative BRA Board Review/Action | Development Strategy Review

Review Key Data & Trends → **Prioritize Economic & Workforce Goals** → **Evaluate Development Scenarios** → **Draft RFP Guidelines**

Current Conditions

TOP 5 INDUSTRIES IN BOSTON

Source: BEA, EOLWD, BRA Research Division Analysis

Jobs in Boston 2014 (Permanent Jobs)

1. Health Care and Social Assistance	133,658
2. Professional and Technical Services	88,636
3. Finance and Insurance	79,990
4. Government	76,602
5. Accommodation and Food Services	58,887

61% of all jobs in Boston

JOBS IN BOSTON

Source: BEA, EOLWD, BRA Research Division Analysis

By Industry 2014 (Permanent Jobs)

Health Care and Social Assistance 133,658
Professional and Technical Services 88,636
Finance and Insurance 79,990
Government 76,602
Accommodation and Food Services 58,887
Top 5
Educational Services 56,357
Administrative and Waste Services 35,338
Retail Trade 33,087
Other Services (except public administration) 32,985
Real Estate and Rental and Leasing 24,881
Transportation and Warehousing 21,641
Construction 17,052
Arts, Entertainment, and Recreation 16,253
Information 16,051
Wholesale Trade 9,240
Management of Companies and Enterprises 7,837
Manufacturing 7,797
Utilities 1,871
Natural Resources and Mining 336

718,501
Total Jobs

JOBS HELD BY ROXBURY RESIDENTS

By Industry 2014 throughout the city and region

Source: U.S. Census Bureau, LODES, OntheMap, 2014, BRA Research Division Analysis

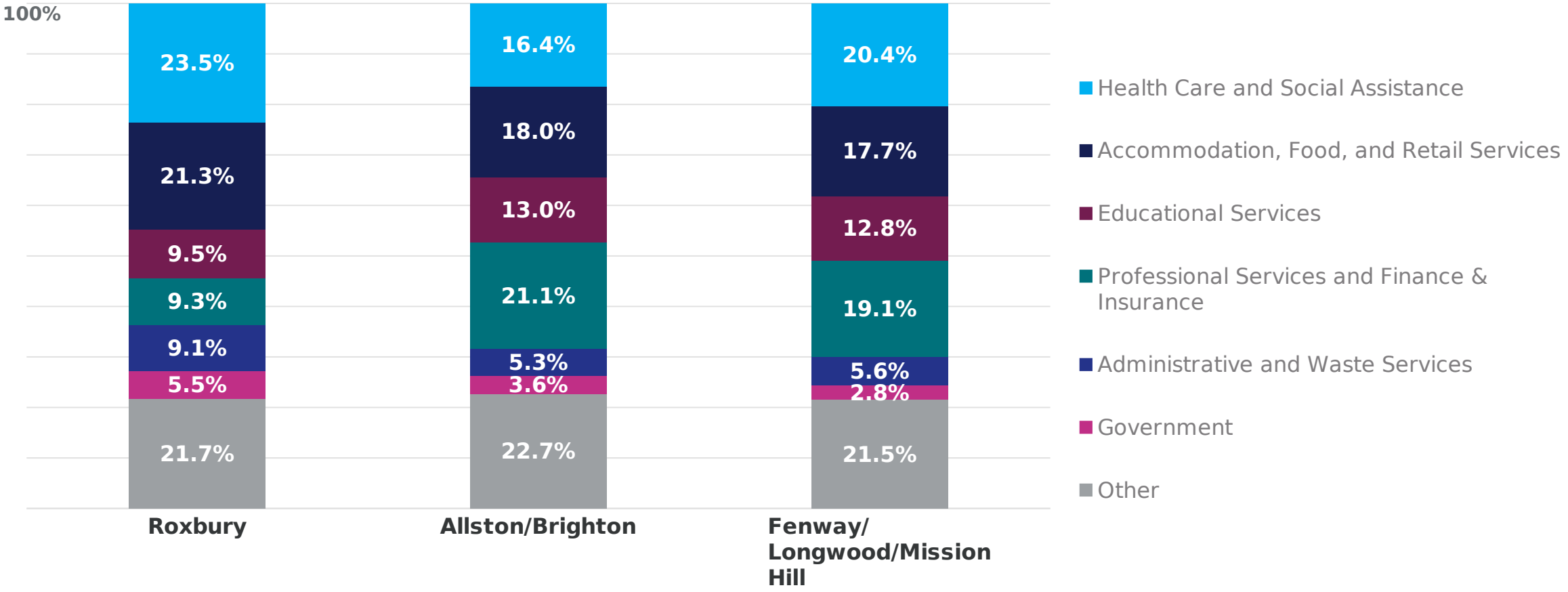
JOBS HELD BY ROXBURY RESIDENTS

- Currently - at least as recently as 2014 - the most jobs held by Roxbury residents are in the fields of:
  - Health Care (23.5%); and
  - Accommodation/Food/Retail (21.3%)

JOBS HELD BY ROXBURY RESIDENTS – COMPARISON

By Industry 2014 throughout the city and region

Source: U.S. Census Bureau, LODES, OntheMap, 2014, BRA Research Division Analysis



JOBS HELD BY ROXBURY RESIDENTS – COMPARISON

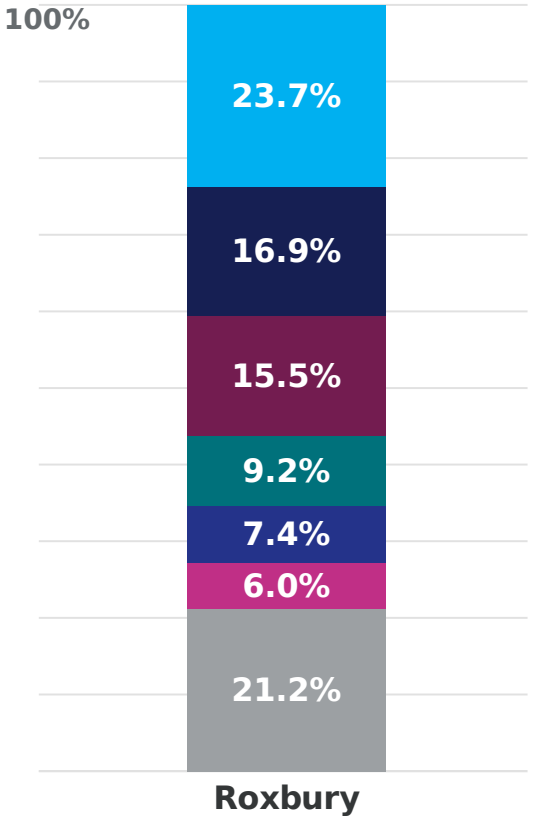
- In Allston/Brighton and Fenway/Longwood/Mission Hill there is a high instance of residents of those neighborhoods holding jobs in Professional Services as well as Accommodation/Food/Retail

- Might there be an opportunity to think about ways to create economic programs or project development that facilitates the creation of jobs in other areas (e.g. Professional Services, Finance, Services)?

JOBS LOCATED IN ROXBURY

By Industry 2014

Source: U.S. Census Bureau, LODES, OntheMap, 2014, BRA Research Division Analysis

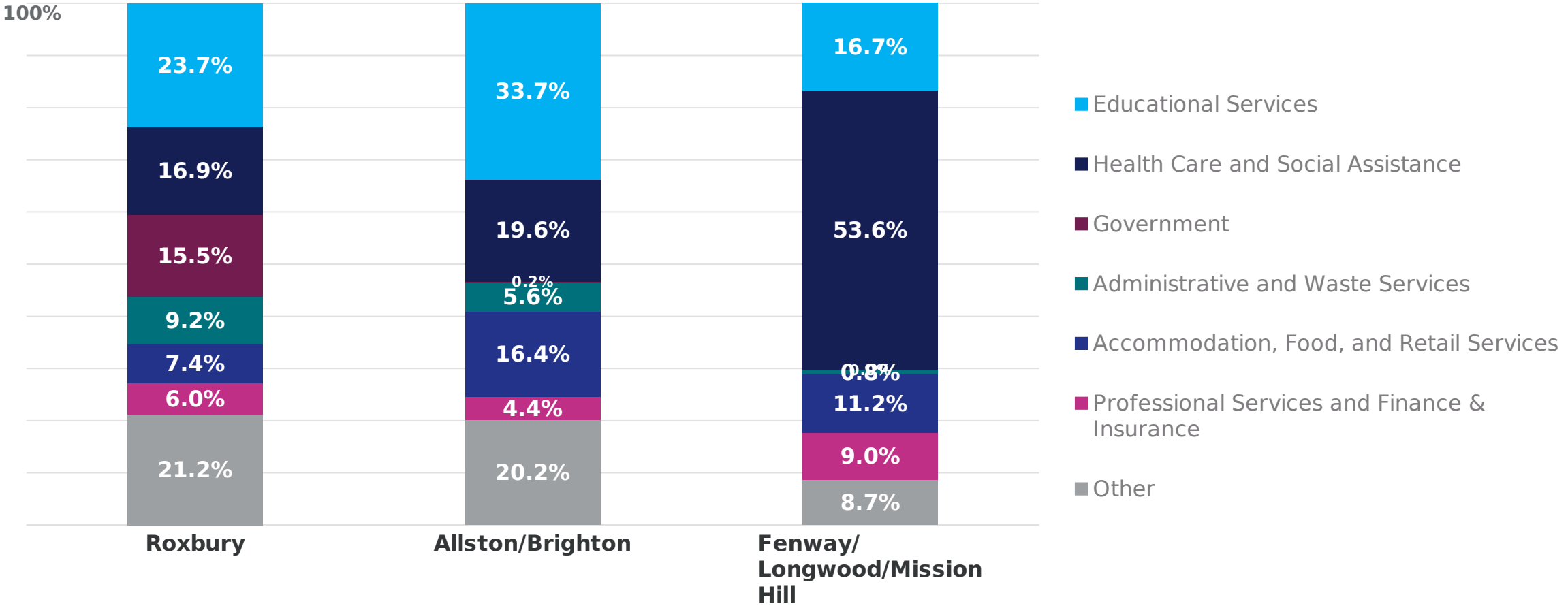


- Educational Services
- Health Care and Social Assistance
- Government
- Administrative and Waste Services
- Accommodation, Food, and Retail Services
- Professional Services and Finance & Insurance
- Other

JOBS LOCATED IN ROXBURY – COMPARISON

By Industry 2014

Source: U.S. Census Bureau, LODES, OntheMap, 2014, BRA Research Division Analysis



JOBS LOCATED IN ROXBURY – COMPARISON

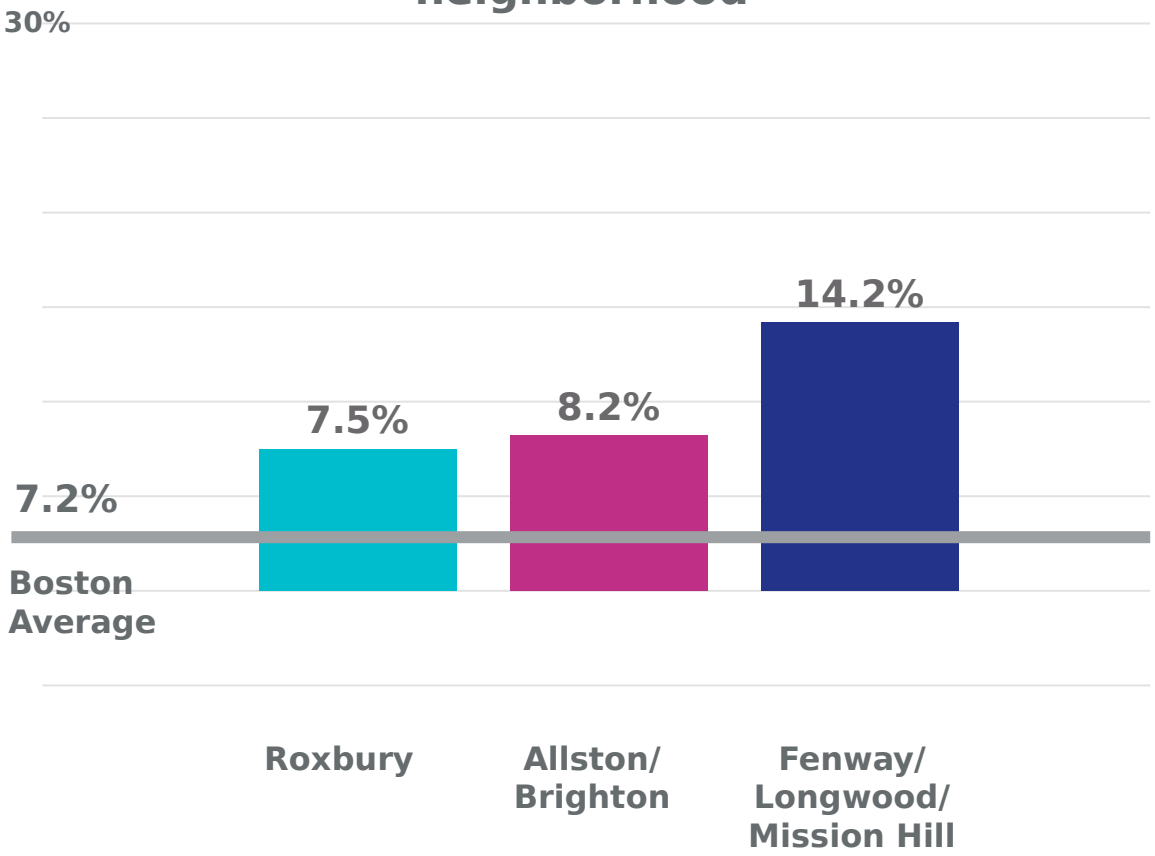
- The largest number of jobs located within Roxbury are in the areas of Educational Services (23.7%); Health Care/Social Services (16.9%)
- In Allston/Brighton and Fenway/Longwood/Mission Hill there is a high occurrence of jobs in the fields of Education and Health Care/Social
- Is there an appetite for looking at the creation of more Education jobs in Roxbury?
- What might be the implications for setting economic development priorities?

LABOR FORCE COMMUTING PATTERNS

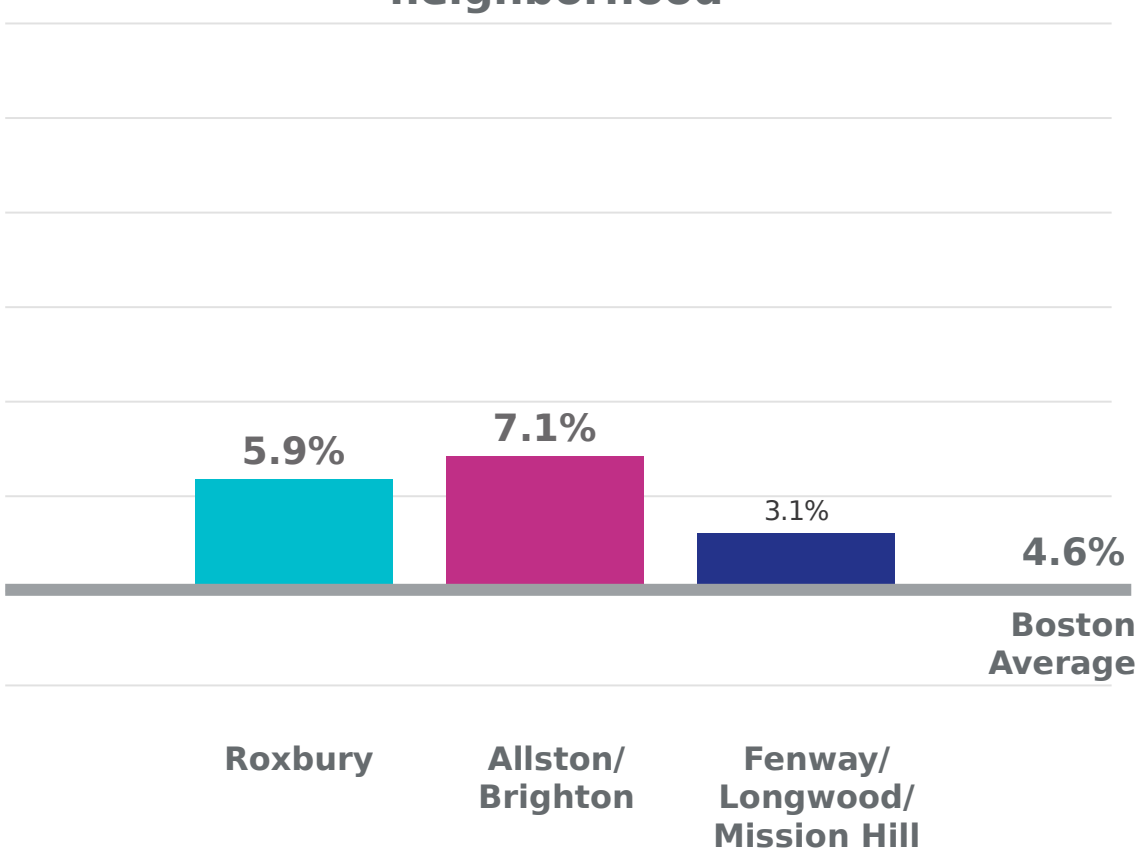
Source: U.S. Census Bureau, LODES, OntheMap, 2014, BRA Research Division Analysis

Neighborhood Comparison 2014

Residents working in the neighborhood



Employees living in the neighborhood



Trends & Projections

TOP 5 GROWTH INDUSTRIES

Change by Industry in Boston 2010-2014

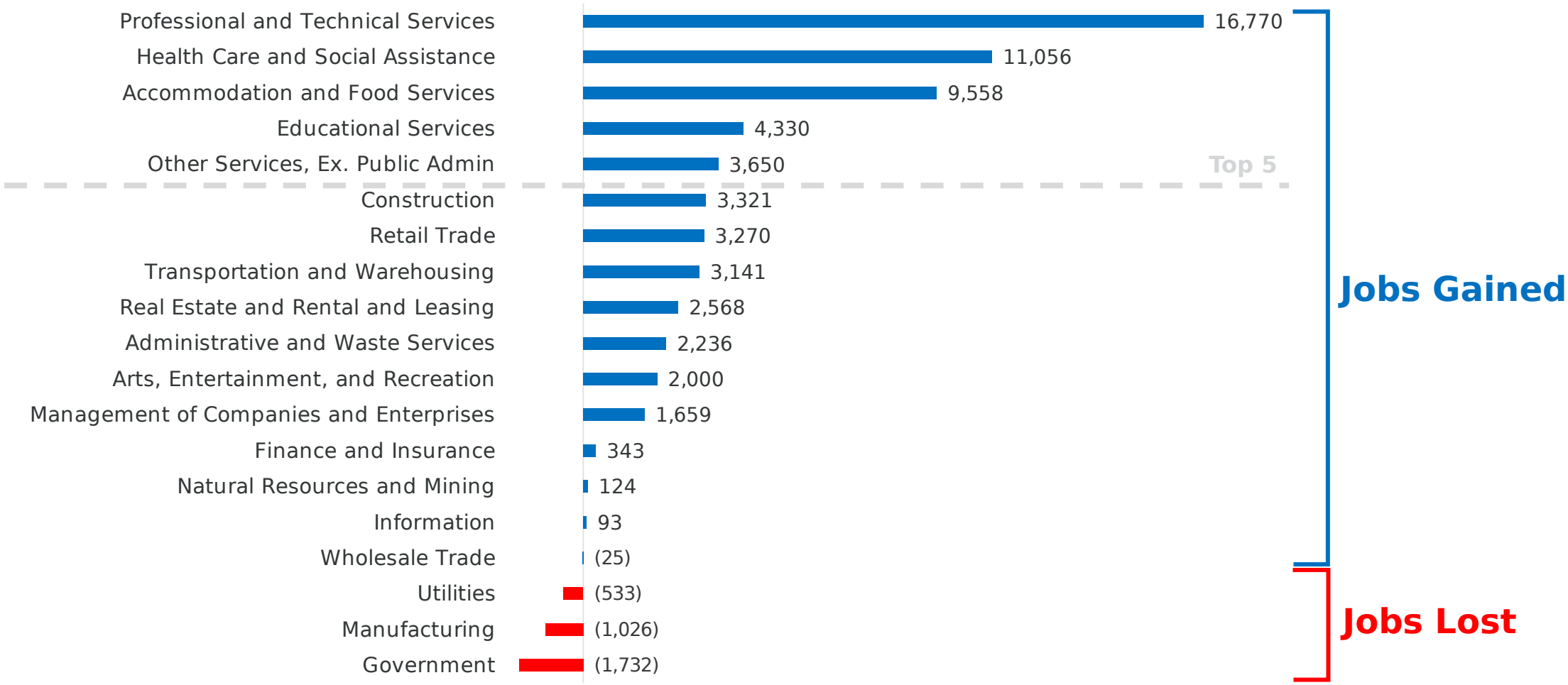
Source: BEA, EOLWD, BRA Research Division Analysis

	# of New Jobs
1. Professional and Technical Services	16,770
2. Health Care and Social Assistance	11,056
3. Accommodation and Food Services	9,558
4. Educational Services	4,330
5. Other Services	3,650

JOB GROWTH & LOSS

Source: BEA, EOLWD, BRA Research Division Analysis

Change by Industry in Boston 2010-2014



JOB GROWTH & LOSS

- Data from the Commonwealth's Office of Labor/Workforce Development (from 2010-2014) shows a growth trend for industries including:
  - Professional Services/Technical (such as design, architecture, computer systems);
  - Health Care;
  - Accommodation/Hotel/Food;
  - Education; and
  - Other (which includes real estate)

TOP 5 INDUSTRIES BY WAGE

Source: BEA, EOLWD, BRA Research Division Analysis

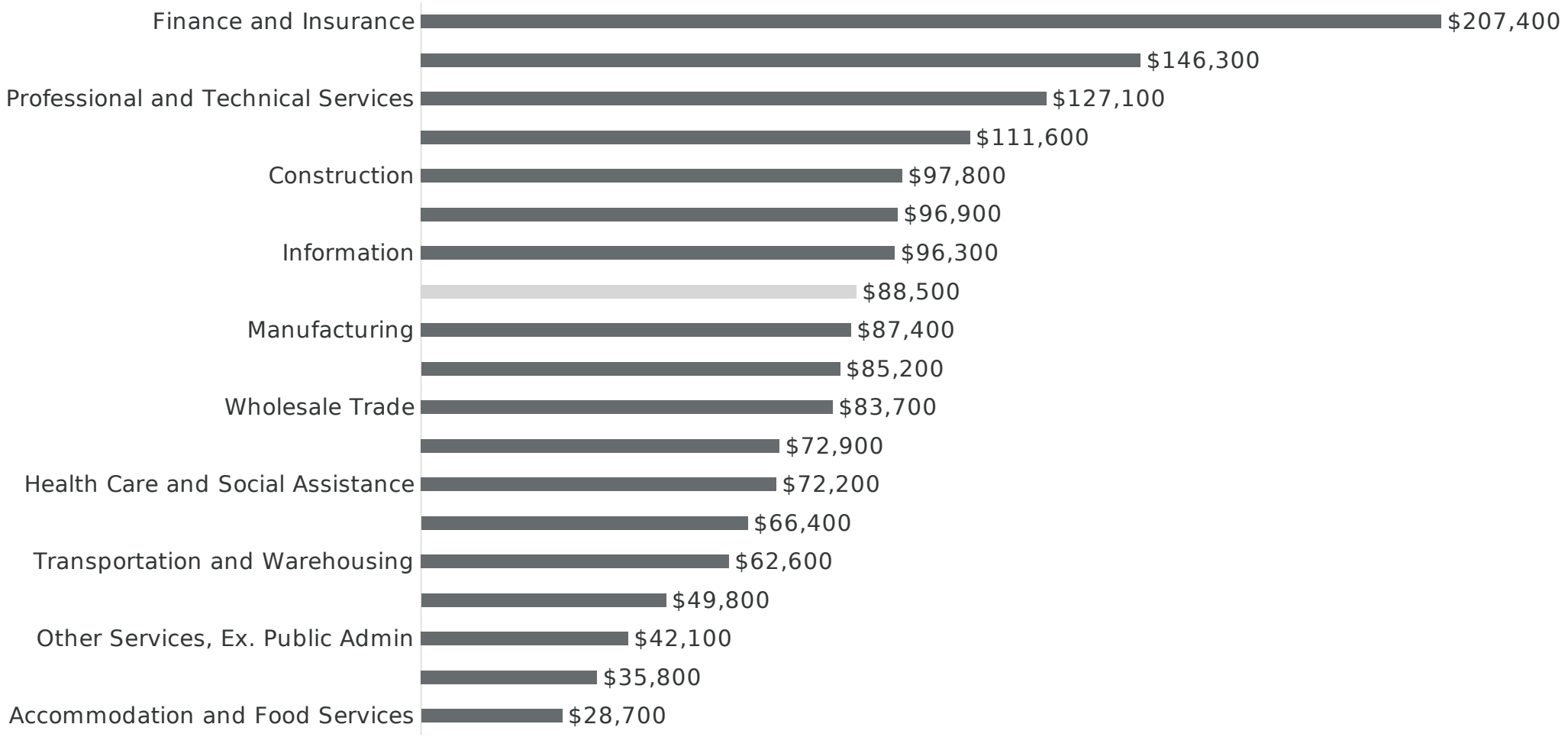
Average Annual Wage by Industry in Boston 2014

1.	Finance and Insurance	$207,400
2.	Management of Companies and Enterprises	$146,300
3.	Professional and Technical Services	$127,100
4.	Utilities	$111,600
5.	Construction	$97,800

WAGES BY INDUSTRY

Source: BEA, EOLWD, BRA Research Division Analysis

Average Annual Wage by Industry in Boston 2014



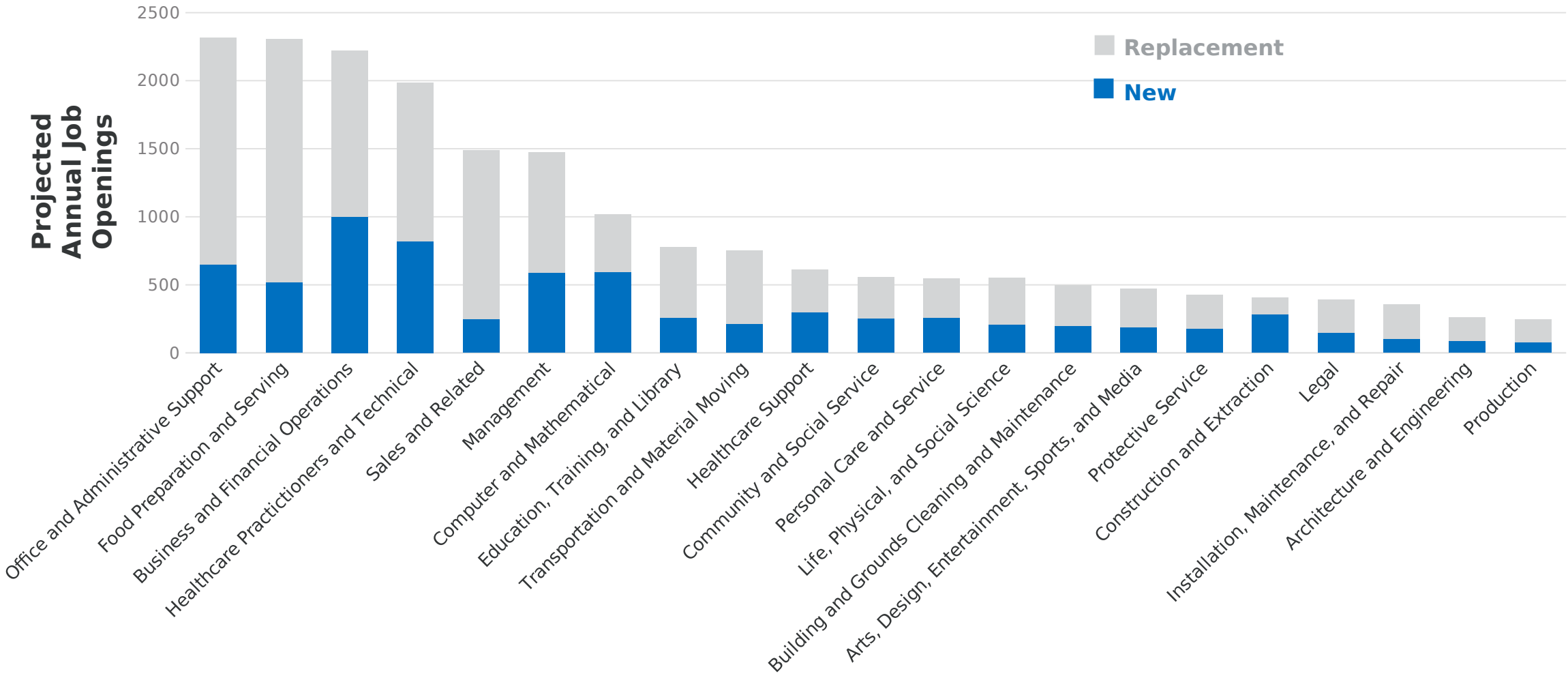
JOB GROWTH AND WAGES

- It should be noted that Construction is the 6th highest area of growth in terms of jobs. This reflects the economic and construction boom in the City.
- Average wages show an interesting snapshot for various categories of industry with Finance being the highest...along with Construction being in the top 5
- What might these data points mean for Roxbury as we think about development and growing jobs and the economy of this neighborhood?

FUTURE JOB OPENINGS BY OCCUPATION

Source: BLS, Occupation and Employment Statistics; O*NET Database; BRA Research Division Analysis

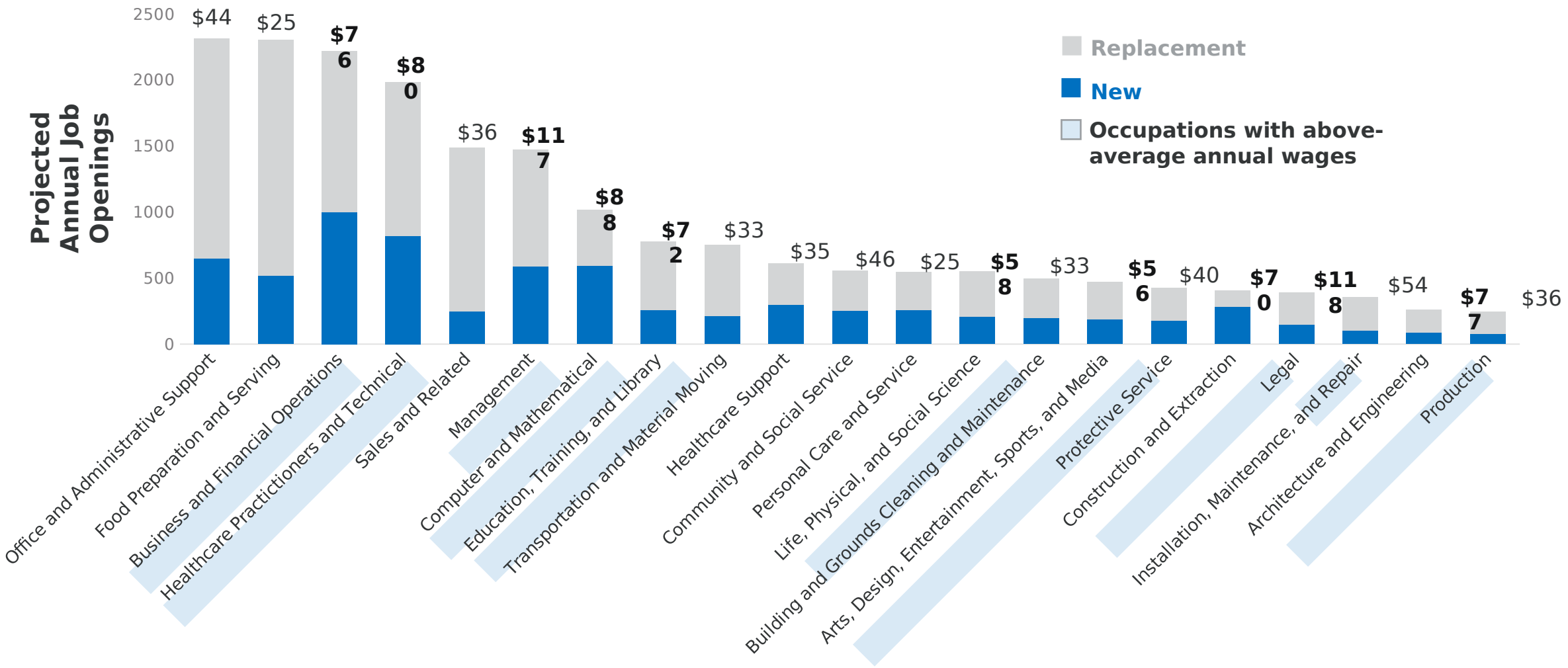
Projected Annual Job Growth & Replacement in Boston 2012-2022



WAGE BY OCCUPATION

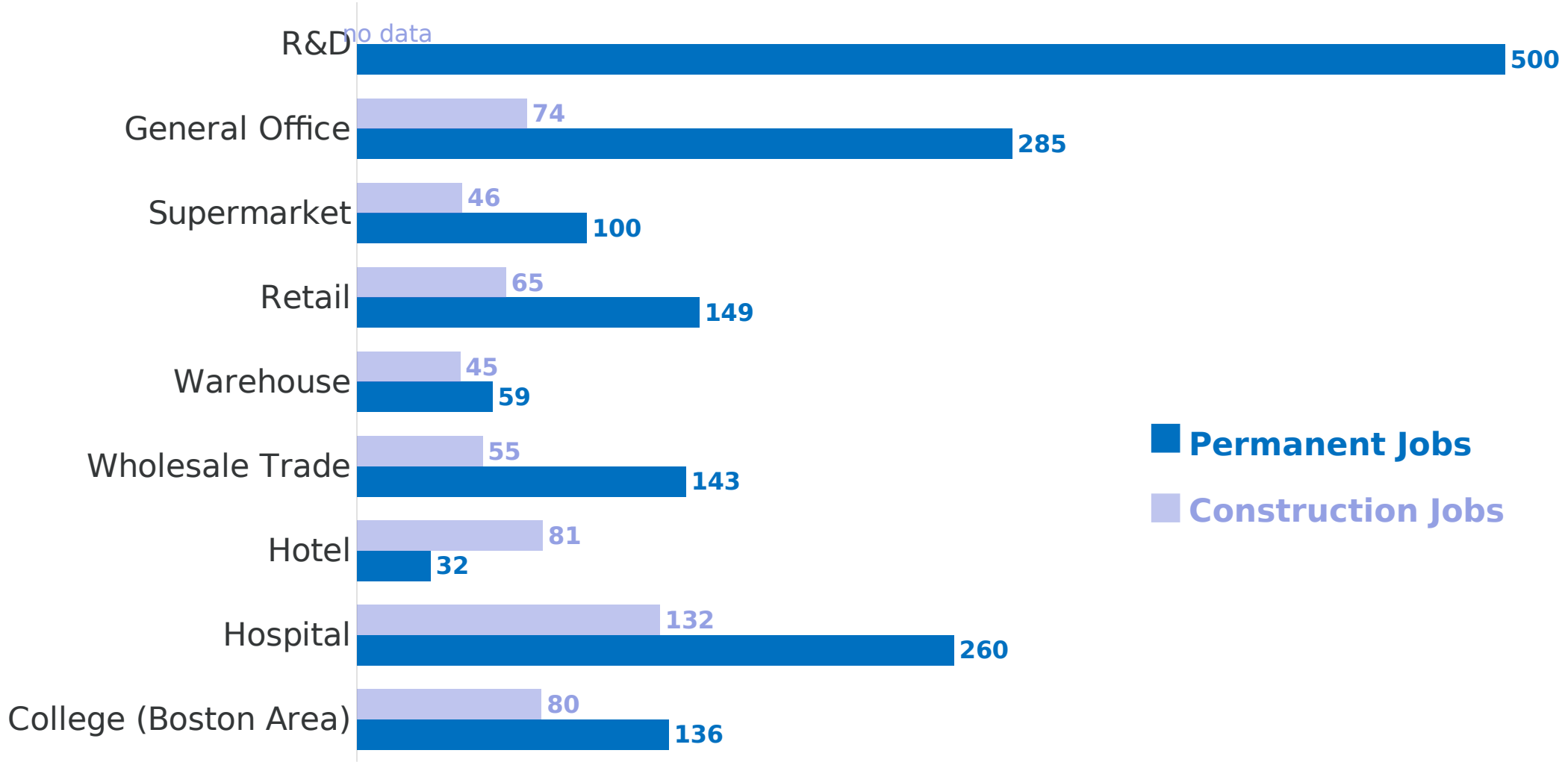
Source: BLS, Occupation and Employment Statistics; O*NET Database; BRA Research Division Analysis

Average annual wage 2014 (in thousands of dollars)



JOBS PER 100,000 SF

By Type of Building



JOB CREATION THROUGH DEVELOPMENT

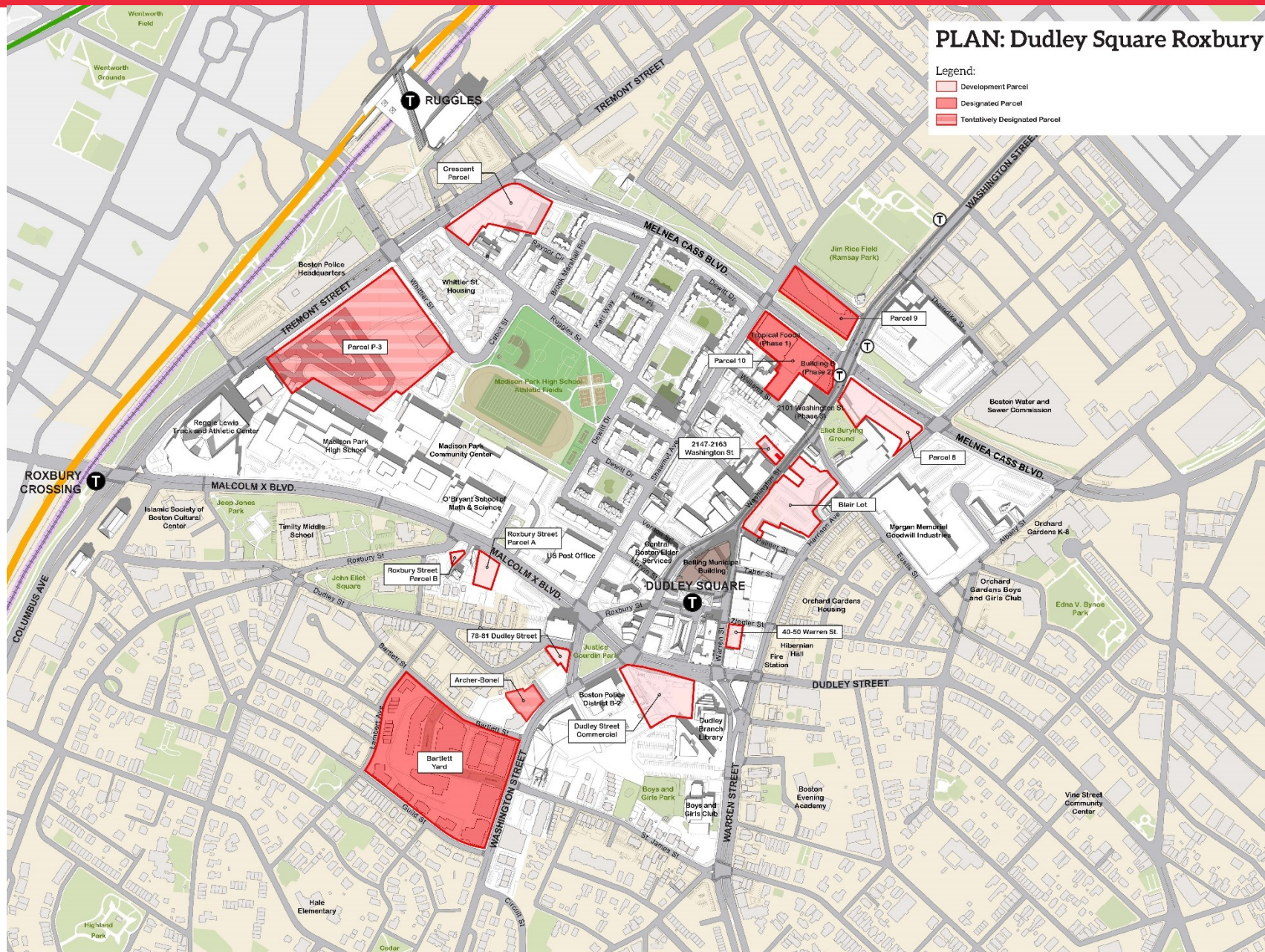
- Various categories of development yield a certain number of both construction and permanent jobs
- Research and Development (R&D) creates the most permanent jobs per 100,000sf with approximately 500 jobs, while Supermarkets create approximately 100 permanent jobs
- What does the potential for jobs - permanent and construction - reveal about ways to think about future development?
- What are the trade-offs or opportunity costs for one form of development over another?

PLAN: Dudley Square

Preserve. Enhance. Grow.

BOSTON REDEVELOPMENT AUTHORITY

Parcel Name	Parcel Size
Parcel 8	54,632 sf
Bartlett Yard	372,654 sf
Crescent Parcel	78,208 sf
Dudley Street Commercial	70,000 sf
Blair Lot	85,729 sf



Mayor's Office of Workforce Development (OWD)

June 20, 2016

BOSTON REDEVELOPMENT AUTHORITY

Mayor Martin J. Walsh

ABOUT OWD

1. OWD's purpose is to be an innovative public agency that promotes economic resilience to ensure the full participation of all Boston residents in the city's economic vitality and future.
2. OWD is the City's largest workforce development funder, and creates policies and programs that support the aspirations, education, and career paths for youth and adults.
3. OWD oversees and convenes the region's one stop career center (American Jobs Centers) system.
4. OWD oversees the Adult Literacy Initiative – a group of 26 state-funded pre-High Set and ESOL programs that serve greater Boston.
5. OWD oversees the Neighborhood Jobs Trust, funded by Linkage fees from developers, and it also oversees the funding allocations of BRA mitigation funds

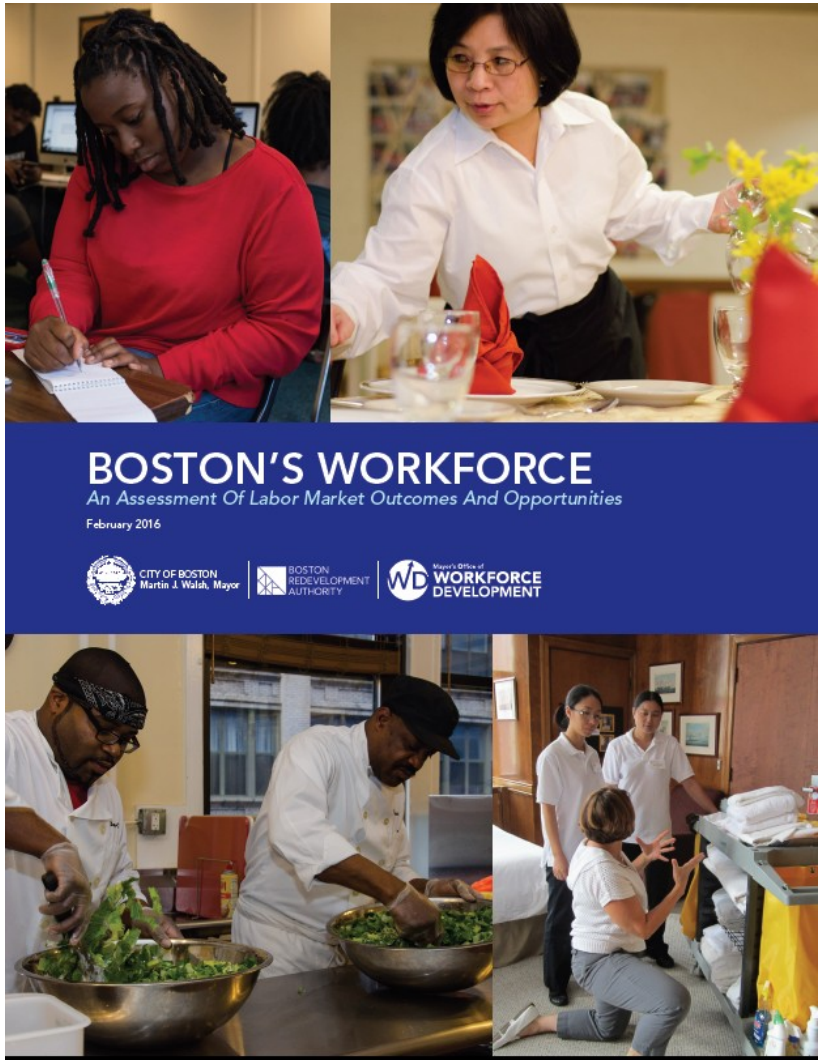
SELECTED PROGRAMS

1. Mayor Walsh's Tuition Free Community College Program
2. Partner BRA/EDIC – Community Benefits Agreements, Employment Agreements and Linkage Program
3. Adult Basic Education and English Language Learner Employment Network
4. Youth and Adult Workforce Programs
5. Office of Financial Empowerment (including financial inclusion centers)
6. Apprenticeship Programs and Industry Partnerships
7. Youth Options Unlimited, ReadBoston, WriteBoston,
8. Policy, Research and Evaluation

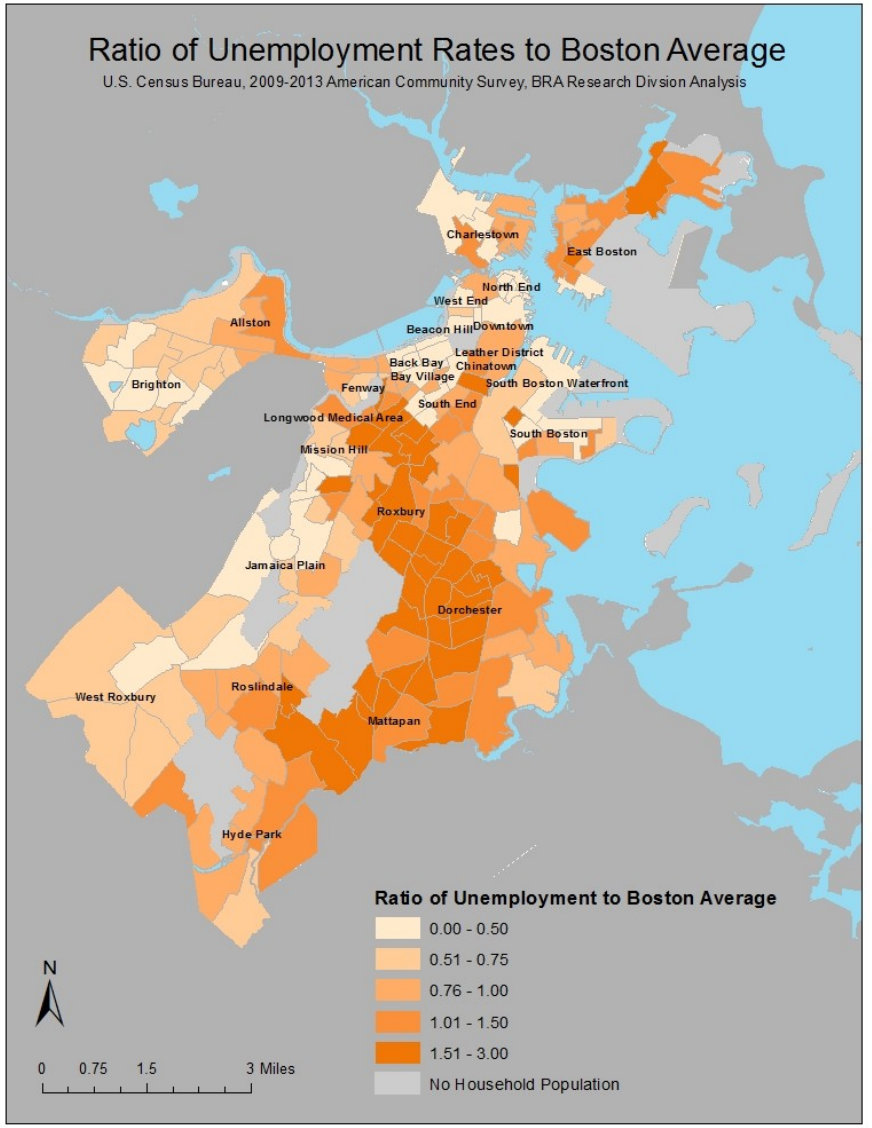
BOSTON'S WORKFORCE

An Assessment of Outcomes and Opportunities

- OWD's recent report on Boston's workforce found:
  - Median annual earnings of $35,277 for residents, unchanged in real terms since 1990
  - A quarter of residents working full-time earn less than $35,000

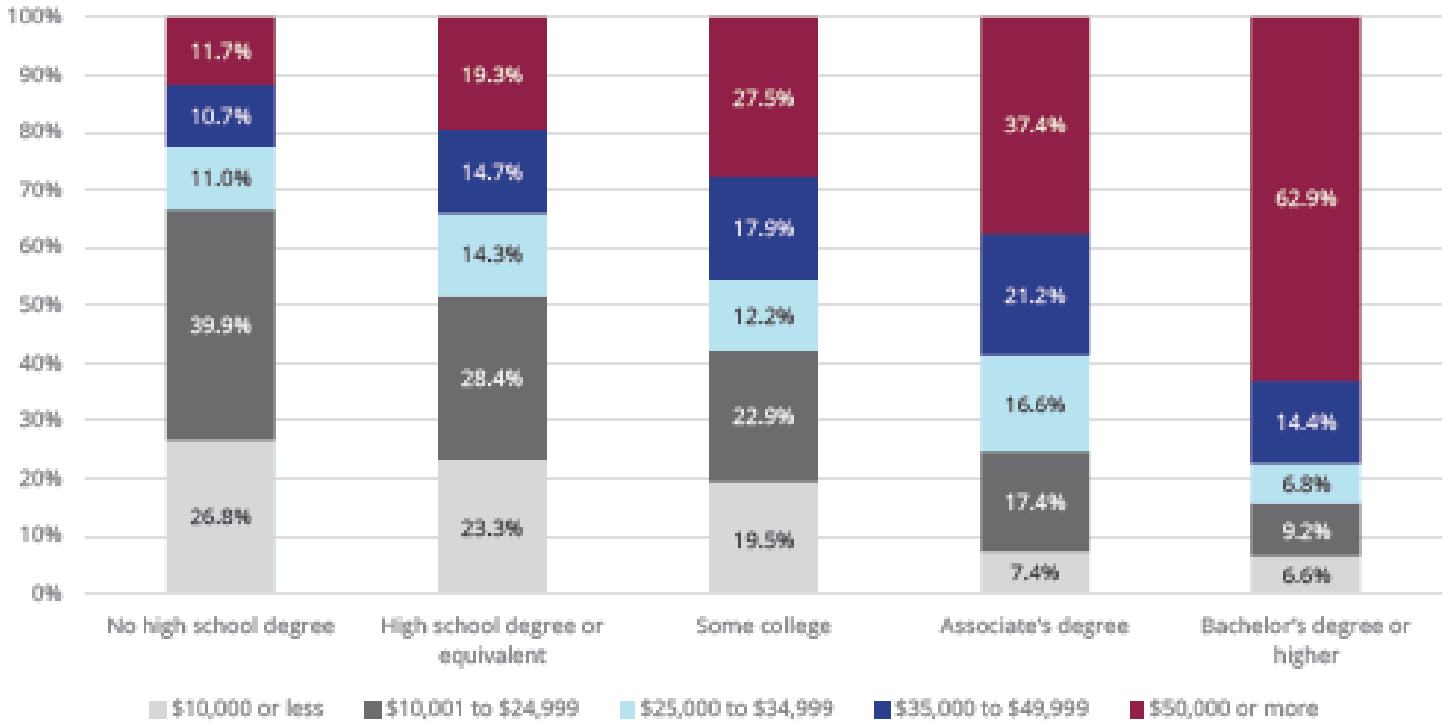


- Unemployment is low overall, but substantial gaps by race and neighborhood
  - The current citywide unemployment rate is 3.9%
  - Most tracts in Roxbury, including the tracts that make up Dudley Square, have endured unemployment rates 1.5 to 3 times the citywide average over the past five years
  - Black unemployment has averaged 1.7 times the citywide level, with Hispanic unemployment at a multiple of 1.4



Earnings are strongly related to education…

FIGURE 4: INCOME BY EDUCATIONAL ATTAINMENT: BOSTON RESIDENT LABOR FORCE NOT CURRENTLY ENROLLED IN SCHOOL, 2014



Source: U.S. Census Bureau, 2014 American Community Survey PUMS, BRA Research Division Analysis
Sample: Boston residents who were labor force participants (employed or unemployed) at the time of survey and not currently enrolled in school. All data are limited to the non-institutionalized civilian population, age 16 and above.
Income includes wages, salary, and income earned from self-employment.

But at every level of education, residents still lag behind non-residents.

TABLE 2: EARNINGS AND EDUCATION FOR BOSTON RESIDENTS AND NON-RESIDENTS WORKING IN SUFFOLK COUNTY AND NOT ENROLLED IN SCHOOL

	LIVES IN BOSTON		LIVES OUTSIDE OF BOSTON	
	PERCENT OF BOSTON RESIDENTS	MEDIAN INCOME	PERCENT OF NON-RESIDENTS	MEDIAN INCOME
Less Than High School	9.1%	$20,000	4.6%	$25,300
High School or Equivalent	20.4%	$29,000	17.2%	$37,500
Some College, No Degree	13.6%	$32,100	12.6%	$46,000
Associate's Degree	5.0%	$37,400	6.4%	$55,000
Bachelor's Degree	30.1%	$52,000	31.9%	$65,000
Advanced Degrees	21.8%	$68,000	27.3%	$89,000
Total	100.0%	$41,000	100.0%	$60,000

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, BRA Research Division Analysis
Sample is the non-institutionalized civilian population that works in Boston, ages 16 and above, who are not currently enrolled in school.

Dudley Square and Roxbury residents have lower levels of educational attainment compared to the citywide average.

But Dudley Square residents' earnings lag even further behind – the Dudley median is $9,292, compared to $22,370 for Roxbury and roughly $35,000 for the city as a whole.

Educational Attainment	Dudley Square	Roxbury	Boston
Less than high school	22.9%	24.5%	15.0%
High School or GED	26.7%	30.3%	22.0%
Some College/Associate's Degree	26.9%	24.8%	18.3%
Bachelor's Degree	14.1%	12.8%	24.5%
Advanced Degree	9.3%	7.5%	20.1%

STRATEGIES TO SUPPORT BOSTON'S LABOR MARKET AND RESIDENTS' NEEDS

- OWD's strategy/policy principles address Boston's widening wage and skill gaps for low-wage and low-skilled workers, and the need to develop a talent pipeline.
  - Investment in programs that place individuals on a continuum of quality education, training, workforce development, and economic security.
  - Use of career "pathways" that provide a direct connection between training and jobs.
  - Support of work-based training.
  - The inclusion of bridge programs designed to accelerate credentials and skill building.

STRATEGIES (CONTINUED)

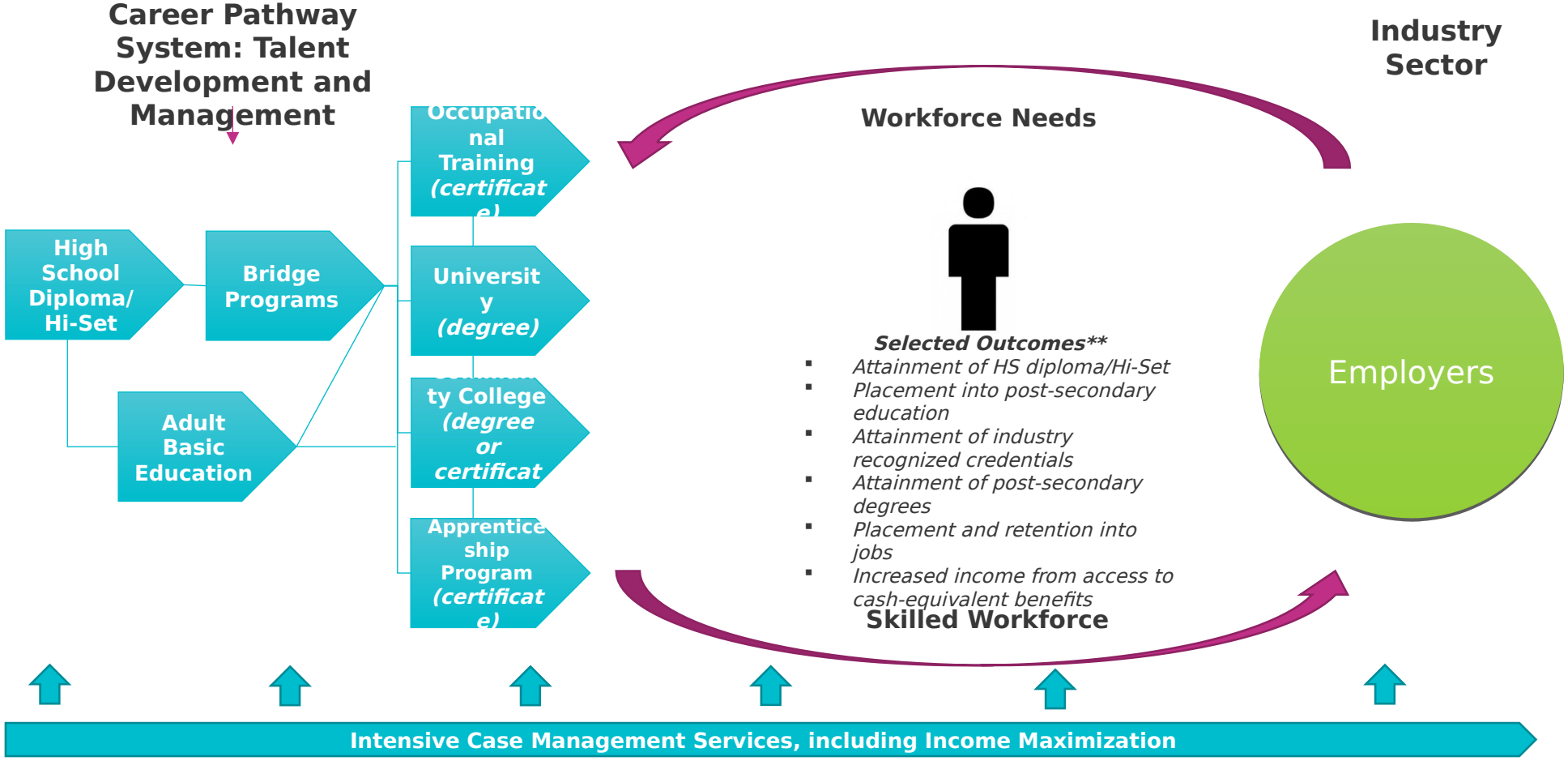
- High levels of coordination of wrap-around support services which address a wide range of individual and family needs.
- Investment in comprehensive assessment processes.
- Encourage partnerships and collaborations so as to eliminate gaps in the continuum of services.
- Give preference to programs that integrate employment, education, and economic security services.
- Continued investment in the Adult Literacy Initiative.

Economic Opportunity/Career Pathways Continuum

Creates and implements career pathway

Partnership
- Employers
- State, City
- Funders
- One-stop Career Centers
- Community Colleges
- Community-Based Organizations
- Universities
- High Schools

Career Pathway System: Talent Development and Management



**Includes some examples of outcomes. The list is non-exhaustive.
Developed by JCS. References:
http://www.dol.gov/NationalDialogue/ColoradoCareerPathwaysGuide.pdf &

RECENT ACCOMPLISHMENTS

- Launched Mayor Walsh's Tuition Free Community College Initiative for BPS graduates
- Launched the Boston's Greater Boston Apprenticeship Initiative ($3MM USDOL, $12.3MM from leveraged partners/Trades, and $800k from city and partner funds) with 400 new apprenticeship slots with career advancing jobs in the construction and hotel & hospitality industries
- Distributed over $5 million to 69 organizations, with a goal of placing 900 Boston residents into jobs, enrolling 300 in post-secondary education/training, assisting 185 obtain high school diploma/HiSET, and assisting 500 seniors and persons with disabilities experience an increase in income.

RECENT ACCOMPLISHMENTS

- Distributed $2.7 million to 37 non-profits addressing youth employment and young adult education, placing youth into 477 jobs and providing 95 BPS high school diplomas

- Provided free tax preparation in 8 languages from 35 city-wide sites to 12,482 residents, yielding $24,517 in total refunds and providing savings of $2.5 million to residents which would otherwise have been spent on tax preparers; Provided 3,496 Financial Check Ups (FCU) and credit building support at 8 of these tax sites

- Compiled 5 research reports, including 3 randomized control studies on OWD's program and policy interventions, 1 Boston Labor Assessment with the BRA Research Division, and 1 report on Boston's best practices to support low-wage workers